



## LEADERSHIP PROFILE



### Chief Development Officer Cleveland Institute of Music Cleveland, OH

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*To empower the world's most talented classical music students to fulfill their dreams and potential.*

*– CIM mission statement*

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#### THE OPPORTUNITY

**The Cleveland Institute of Music is known throughout the world as a leader in the training and mentorship of classical artists. For more than one hundred years, its world-class faculty have been helping young musicians prepare for and launch careers as artists, teachers, administrators and thought leaders whose skills and success are grounded in their CIM experience.**

As the landscape that young artists are entering continues to evolve, CIM is at the forefront of addressing the real needs of its students. The school embraces its role to both ensure that the comprehensive skill set of CIM students is competitive and that their perspective, education and critical thinking skills are well calibrated to position them as leaders in the field of musical performance, education and leadership.



As the institution strives to serve and advance the field of classical music, the Chief Development Officer will lead CIM's efforts to cultivate the resources and relationships necessary to further galvanize the organization's role as an innovative model of how best to prepare the next generation of classical artists.

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**Finding leaders that matter for missions that matter. ®**

The CDO will maintain and drive the organization's focus on building external relationships, broadening fundraising efforts and calibrating the comprehensive organizational strategy necessary for CIM to achieve its immediate and long-term goals. The new leader will work in partnership with the board, faculty, staff and alumni and engage them in the organization's development efforts to advance CIM's future.

To reach its aspirations, CIM seeks a seasoned development leader who brings experience in leading a fundraising team, a comfort with both annual and multi-year campaigns, a quiet gravitas and an authentic interest in both initiating and cultivating relationships with donors and stakeholders. Further, the CDO will bring a demonstrated passion for music, the organization and its mission. Mandates for the new leader will include:



- Building the institutional fundraising capacity to meet the organization's funding and capital needs in support of the CIM Blueprint: 100 plan (CIM's long-range plan).
- Positioning the role and the department as a collaborative and essential part of CIM and a key support structure for all segments and departments of the organization.
- Strengthening CIM's profile as an institution of first choice for philanthropic support and trustee service.
- Broadening the understanding among the donor/supporter community of CIM as a unique-among-its-peers institution and clearly making the case for why CIM is different.

**The opportunity for the CDO is unique and compelling:** to grow CIM's ability to attract the most talented and competitive music students in the world through inspired fundraising, engagement of donors and building a foundation of support that provides students with a superlative music educational experience that is financially viable.

## THE ORGANIZATION

Founded in 1920, the Cleveland Institute of Music is one of just seven independent conservatories of music in the United States and one of three devoted exclusively to classical music. Renowned composer Ernest Bloch served as the institution's first president, and over its history, CIM has been led by some of the most committed and talented musical leaders in the field of classical music. Long recognized for its accomplished faculty, CIM has shaped the field of study for generations of aspiring

musicians who have been guided by artists (many who have held concurrent roles as members of The Cleveland Orchestra) including Robert Vernon, Alice Chalifoux, John Mack, Victor Babin, Jamie Laredo and Ilya Kaler to name but a few.

CIM's approach to building solid musicianship is comprehensive; students participate in a rigorous and multi-dimensional course of study that includes eurhythmics, music theory, music history, entrepreneurship and chamber music and ensemble skills. Further, student education is enriched through mainstream curriculum offerings through its partner, Case Western Reserve University.

Since its inception, CIM has served over 5000 students with an average annual enrollment of 350. The typical freshman class is comprised of 60-70 students, which follows the school's progressive idea to limit enrollment, limit the cost of education and provide scholarship support to create an optimal learning environment that serves the needs of its students. This strategy is a major component of CIM's case for philanthropic support. Notable alumni include Frank Huang, Alisa Weilerstein, Robert Marcellus, Daniil Trifonov, Donald Erb, Jason Vieaux and David Diamond.



The Cleveland Institute of Music believes that a diverse, equitable and inclusive environment leads to excellence in educating musicians and accomplishing the CIM mission and vision. CIM has worked hard to advance this commitment to diversity; an impressive marker of success to date is reflected in the 235% increase in African-American and Latinx student enrollment since 2016. Diversity initiatives include the establishment of the Musical Pathway Fellowship

for pre-college students; partnering with the Sphinx Organization; an active, student formed Black Student Union; and regular collaboration with national symphonies who have a history of training African-American and Latinx students.

The organization has a staff of 70 (which includes both full-time and part-time employees) and a current annual budget of ~\$20 million. CIM has instituted a \$40M endowment campaign in support of its Blueprint:100 long-range plan with the objective of making the school more affordable, helping lower the cost of education and keeping the school's status as one of the world's elite conservatories that can offer competitive scholarship support to the most talented students.

Creating an optimal environment for study is a priority; recent or in-progress renovations and initiatives to the campus include:

- A new student housing complex slated to open in summer 2020
- Mixon Hall, a 235-seat, state-of-the-art recital hall
- The Robert and Jean Conrad Audio Control Room for high-tech broadcasting

- The Fred A. Lennon Education Building which includes new practice rooms, teaching studios, and a student lounge
- The Kulas Center for International Education (distance learning suite)
- Facility renovations that include administrative spaces and the addition of Gilliam Family Music Garden, viewable year-round from Mixon Hall



For more information about Cleveland Institute of Music and its history, please go to [cim.edu](http://cim.edu).

## THE RESPONSIBILITIES

The Chief Development Officer is a member of the senior management team (President's Council) and serves as a key adviser to the President and Board of Trustees on issues of institutional fundraising. This individual is accountable for the overall advancement functions of the organization and the leadership of the development staff to meet goals and advance the fundraising capacity of the institution. The CDO will be an engaged leader who finds energy, excitement and purpose in the aspirations and accomplishments of the students and alumni. This individual will balance gravitas in championing ideas and priorities with a quiet humility driven by the imperative of reaching goals collaboratively with the CIM community in service of mission.

More specifically, the CDO will:



**1. Build a strong departmental culture among the development team – motivating, leading and shaping the department to achieve current and future fundraising goals.** The CDO will be both a leader and an integral part of a team where collective effort is an essential part of achieving outcomes. The new leader will ensure that the development department is recognized as a valuable asset to CIM and a collaborative partner to other departments.



- 2. Directly lead the annual fund campaign and Second Century endowment campaign, carry a major gifts portfolio and coordinate the collective efforts of the team to forecast, manage and consistently reach targets.** The CDO will bring significant experience in managing both annual and multi-year capital/endowment fundraising campaigns and understanding how to set forward-reaching goals that balance optimism and achievable results.
- 3. Drive strategic thinking about the future contributed revenue aspirations for the institution and grow the capability of the staff, board and institution to ensure that CIM reaches them.** More than simply executing the immediate annual goals for CIM, the CDO will bring energy and insight to imagining what is possible and helping to recruit the human and institutional resources necessary to deliver outcomes that will allow CIM to grow and thrive long into the future.
- 4. Be the face of fundraising, relationship building and direct solicitation for CIM in the community.** The CDO will excel at building relationships and find energy in soliciting support from others that will enable the success of CIM. A natural and committed advocate for the mission, this individual will communicate with grace and ease about what sets CIM apart in ways that inspire curiosity, participation and financial support.
- 5. Be a strategic partner to the President, board development chair and board chair regarding overall capacity for institutional growth.** As the chief fundraising officer for CIM, this individual will be an integral partner of the President, the Chair of the board development committee and the Chair of the CIM's Board of Trustees. In concert with CIM's leadership, they will play a key role in developing advancement strategies, calibrating goals, driving growth, relentlessly pursuing aspirations and leading efforts to ensure successful campaigns while consistently communicating progress and managing the organizational fundraising landscape.

## THE CANDIDATE

The ideal candidate is an experienced leader who is comfortable both leading and collaborating and who understands and promotes the value of teamwork and well-calibrated effort. The CDO will be a strategic thinker, a strong manager, coach and mentor and possess the imagination to reach for bold aspirations and the ability to lead a team to execute and realize them.

Superlative leadership, communication, planning, project management and interpersonal skills are integral to the role; demonstrated experience and success in fundraising in an organizational environment of similar complexity is essential. The CDO will bring a collaborative spirit, energy and enthusiasm, a sense of humor, high emotional intelligence, listening skills and quiet confidence.



**Specific attributes being sought in the new Chief Development Officer include:**

- 10+ years of management or supervisory experience with goal achievement and an emphasis on directing, coaching and developing team members
- 7+ years of fundraising & development experience in a progressively successful development role in the performing arts or music in higher education, with a demonstrated track-record of successfully building and retaining a broad and renewable fundraising base through crafting, executing and measuring a comprehensive integrated advancement strategy
- Demonstrated experience in strategic planning, analytical and project management skills and providing strong leadership
- Knowledge of the nonprofit and philanthropic sectors with an understanding of the mission of a premier independent conservatory
- Experience identifying, recruiting and supporting a high-performing Board of Trustees
- Superior organizational, communication (written and verbal) and interpersonal skills
- Strong collaborative team skills and the ability to thrive in a dynamic environment
- The ability to identify relevant trends and market opportunities to engage the appropriate resources to further CIM's mission
- Significant familiarity with Raiser's Edge platforms and utilizing data

**In addition to the characteristics listed above, personal attributes among candidates will also include:**

- An entrepreneurial spirit and an ability to think strategically; a dynamic individual who is a self-starter
- Decisiveness, a bias toward action and a proven ability to learn quickly and accurately analyze information
- A motivation to network socially and have a call and passion for building relationships with those in decision-making positions
- A high level of energy, a positive attitude and the ability to provide superior patron service
- A highly competitive and self-motivated persona with the ability to "make it happen"
- A drive to achieve goals and a strong sense of passion and urgency
- Sensitivity to the needs of individuals and the political skills to maneuver within organizational cultures
- A strong sense of humility, perspective and a respect for the important role that everyone plays in the success of the department and organization
- The ability to work well under pressure; persistence, perseverance, tenacity, integrity and patience
- A strategic mindset that is motivated by deadlines and measurable outcomes



## THE RELATIONSHIPS

<b>Reports to</b>	<ul style="list-style-type: none"> <li>• President; serves on the <a href="#">senior management team</a> (President's Council)</li> </ul>
<b>Direct Management</b>	<ul style="list-style-type: none"> <li>• Institutional Giving Officer</li> <li>• Individual Giving Officer</li> <li>• Major Gifts Officer</li> <li>• Alumni and Gift Records Coordinator</li> <li>• Deputy Campaign Director</li> <li>• Events Manager</li> <li>• Administrative Assistant</li> </ul>
<b>Has other key relationships including:</b>	<ul style="list-style-type: none"> <li>• Board Development Chair</li> <li>• Chair of Board of Directors</li> <li>• Chief Academic Officer and Dean</li> <li>• Senior Vice President</li> <li>• Other members of the senior management team (President's Council)</li> <li>• CIM Board of Directors</li> <li>• Faculty and students</li> <li>• Local, regional and national donor and foundation community</li> <li>• Alumni</li> </ul>

## THE LOCATION

Located on the eastern shore of beautiful Lake Erie, Cleveland is a diverse, economically powerful city filled with activities and events that make it an ideal place for residents and visitors alike. Cleveland proper has a population of over 389,000 inhabitants with a greater metropolitan area population of over 2 million people. In addition to CIM, the city's major cultural institutions include the [Cleveland Museum of Art](#), [The Cleveland Orchestra](#), [Playhouse Square](#), and the [Rock and Roll Hall of Fame](#).

Known as "[The Forest City](#)" among many other [nicknames](#), Cleveland serves as the center of the [Cleveland Metroparks nature reserve](#) system. The city is home to two top-ranking hospital systems that are dedicated to advanced, quality care. Cleveland Clinic and University Hospitals Case Medical Center offer blue-chip medical care with premiere physicians, surgeons, researchers, nurses and support teams as well as robust systems of community hospitals and family medical centers. Additionally, Cleveland boasts MLB, NFL and NBA teams, direct access to fishing and boating on Lake Erie and natural attractions that include Chagrin Falls, Brandywine Falls and a favorite of climbers, Whipps Ledges.

For more information please visit: [thisiscleveland.com/locations/cleveland-visitors-center](https://thisiscleveland.com/locations/cleveland-visitors-center)



(Click on video)

**For potential consideration or to suggest a prospect for the CDO for the Cleveland Institute of Music, please email [CIM@BoardWalkConsulting.com](mailto:CIM@BoardWalkConsulting.com) or call Paula Nicholas or John Sparrow at 404-262-7392.**